FREE INFORMATION SESSIONS

At these events, program staff discuss the curriculum, certificate, and program requirements, as well as the logistics of getting started.

Faculty discuss their careers, and how to enter and advance in the industry.

Please see available events at www.cel.sfsu.edu/project/events.cfm
PROFESSIONAL DEVELOPMENT PROGRAM

Project Management

Cathy Flight, Program Director (415) 817-4226, cflight@sfsu.edu
Liz Leiserson, Program Coordinator (415) 817-4232, eal@sfsu.edu

WHAT IS PROJECT MANAGEMENT?

Project Management is the discipline of planning, organizing and managing resources in a way that allows a project to be completed within defined scope, quality, time and cost constraints. Project managers and coordinators are consistently in high demand in a growing number of industries around the world.

Whether a large corporation, small organization, or somewhere in-between, effective project management involves coordinating a diversity of people and tasks. Managers and supervisors, self-directed work groups, team leaders and coordinators all need professional project management training in order to stay competitive. Our project management faculty provide expertise and insights from their many years of experience as project managers in a variety of industries.

Our classes set you up for success in your current job, prepare you for future opportunities, and help you prepare for the PMP®, CAPM®, and ACP® Exams. See www.pmi.org for credential requirements.

The current first time pass rate of our students for the PMP Exam is 89%.

The Program

SF State Extended Learning is approved by the Project Management Institute (PMI)® as a Registered Education Provider (R.E.P.) of project management training. Our program is based on the Project Management Institute, Guide to the Project Management Body of Knowledge (PMBOK® Guide). SF State Extended Learning has agreed to abide by PMI established quality assurance criteria. All courses apply toward required professional development units (PDU) for the Project Management Institute (PMI provider #2625).

Any two of our classes will fulfill the education requirement for those students seeking PMI credentials. Please see www.pmi.org, for complete details.

How to Begin Taking Classes

• No application process to begin
• Obtain SF State Student ID and Password (http://www.cel.sfsu.edu/register)
• Register for classes based on individual goals
• Apply for Certificate of Completion after all classes are completed.

For registration questions, please contact Enrollment Services at (415) 405-7700; press ‘5’ to speak with a staff person.

Intended Audience

Students come from diverse professional backgrounds including finance, IT, construction, biotech/pharmaceutical, gaming, healthcare, government, and non-profits. Many professionals manage projects without the working titles or formal education in project management.

This program is designed for current professionals seeking to add project management knowledge and techniques in their current positions, professionals seeking promotion, career-changers, or those just breaking in to this expanding field.

Our classes help to prepare students for the PMP®, CAPM®, or ACP® Exams, and count toward the hours of project management education required to sit for a variety of PMI credential exams. Classes are also eligible as Professional Development Units (PDU) for current PMPs seeking to fulfill credential hours.

Not everyone is seeking PMI credentials, and our classes offer the opportunity to gain expertise in a variety of project management concepts for those people strictly seeking the education.
Length and Cost of Program
The time it takes to complete a certificate varies according to students’ availability and interests. Students may take individual courses to study areas of interest, or complete a full certificate. Certificate students may complete a program in as short a time as two semesters (based on schedules and availability of classes), or take as long as needed (up to three years.)

The cost of the program is calculated on a per-class basis. Class tuition is available on our website. There are additional costs for required textbooks, noted with each course description, plus a certificate fee of $50. Prices may vary each semester.

Location and Frequency of Classes
Classes are held at the SF State Downtown Campus at 835 Market St., 6th floor, in San Francisco. Most courses are offered three times a year, during the spring, summer and fall semesters. Online classes are available using our collaborative learning management system at ilearn.sfsu.edu.

Please check the online schedule for the most up-to-date course offerings.

Curriculum
The curriculum provides in-depth training in the essential elements of initiating and completing a successful project, including scheduling, estimating, risk management, and developing interpersonal skills to manage teams in the most effective and efficient manner. It also includes theory and practice in using Microsoft Project as an essential project management software resource.

Learn the tools and develop the skills that will set you apart!

Students may complete a full certificate or simply take individual courses to learn more and further personal growth.

### Project Management Fundamentals Certificate
**COST:** Approximately $2,800 (cost varies according to class choices). Six classes total.

This certificate is intended for students seeking a solid introduction to core project management methodologies using the PMI framework in the *PMBOK® Guide*.

#### Five Required Classes:

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<td>Project Human Resources Management</td>
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#### One Elective (choose one):

- Working in a Project Office (Recommended for students new to project management and CAPM credential candidates) • •
- PMP/CAPM Exam Prep • • •

### Advanced Project Management Certificate
**COST:** Approximately $2,750 (cost varies according to class choices). Six classes total.

This certificate is intended for project managers wanting to deepen core competencies, tackle more advanced topics, or explore PMP® or ACP® certification.

#### Five Required Classes:

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#### One Elective (choose one):

- PMP/CAPM Exam Prep • • •
- Agile Overview for Project Managers • •
- Project Estimation • •
- Virtual Management: Managing International Teams Online • •
**PROJECT MANAGEMENT PROFESSIONAL CERTIFICATE**

**COST:** Approximately $4,650 (cost varies according to class choices). Ten classes total.

This certificate is intended for students wanting to study project management using the PMI framework in the *PMBOK® Guide*.

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**Two Electives** (choose two):

- Working in a Project Office (Recommended for students new to project management and CAPM credential candidates)
- PMP/CAPM Exam Prep
- Agile Overview for Project Managers
- Virtual Management: Managing International Teams Online

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**Certificate of Completion**

Once a candidate has completed the necessary coursework, an application for the Certificate of Completion must be submitted. Applications for the certificate are due, along with a $50 non-refundable fee and unofficial SF State transcripts, showing completion of all necessary classes.

Please visit the Project Management Certificate web page to download the Graduation Application, and mail to the Downtown Campus at 835 Market Street.

**About the Classes**

Project Planning & Management Overview is the prerequisite for all other classes.

Course materials are provided in each class along with the syllabus. There are however some additional required texts. Please see individual course descriptions for required texts.

All texts may be purchased online through the PMI Bookstore or Amazon.com. Required textbooks are not sold at the SF State Bookstore.

**Open Lab (Room 611)**

Students receive 15 hours of free Open Lab time per class. Additional use of the Open Lab beyond the 15 hours is subject to availability of computers. All software that is used in the certificate program is installed in the Open Lab.

- Mon.–Thurs., 12 noon–9 pm
- Fri., 12 noon–5 pm
- Sat., 10 am–5 pm
PM 9801
PROJECT PLANNING AND MANAGEMENT OVERVIEW (1.8 CEU)
Lecture/demonstration + open lab time
The role of an effective project leader is a demanding one that requires a clear understanding of the five project process groups: initiating, planning, executing, controlling and closing. Using the Project Management Institute’s guidelines, students will learn about the ten management knowledge areas: integration, scope, time, cost, human resources, communication, quality, risk, procurement and stakeholders. This course is a prerequisite for all required courses in the Project Management Certificate Program.

Required Text: A Guide to the Project Management Body of Knowledge (PMBOK® Guide), Fifth Edition (Please note: It is recommended students begin reading the first three chapters before the first class meeting.)

PM 9800
SCHEDULING FUNDAMENTALS (1.8 CEU)
Platform: PC
Prerequisite: Experience with Windows 7 Operating system.

Through lectures and lab exercises, students will learn the principles of “dynamic” project-management scheduling using the Microsoft Project 2010 tool. The Fundamentals class is a weekly series of workshops that familiarizes participants with the essentials of project schedule construction: task analysis and organizing a work-breakdown structure, work vs. duration estimation, dependency analysis, and resource assignment. Schedule optimization is introduced via the techniques of constraint minimization, sanity checking, critical-path analysis, fast-tracking, and crashing—all in the context of the project Life-Cycle model with baselining as a touchstone of project scope management.

Note: Please bring a flash drive to all classes including the first class meeting to save your work.

Recommended Text: Forecast Scheduling with Microsoft Project 2010, Eric Uyttewaal, @2010 ProjectPro Corp

PM 9810
PROJECT COMMUNICATIONS MANAGEMENT (1.8 CEU)
Lecture/demonstration + open lab time
Prerequisite: Project Planning and Management Overview.

This course addresses each of the core competencies required for effective project communication management. The project management body of knowledge identifies this project communications management as a “critical process for overall project success, which employs the timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of project information.” It is the project communications management process that provides the critical link between people and the information being generated. What’s more, effective project managers are also leaders that deeply understand the process of communication and the importance of authentic communication as a tool for team support, coaching, and team building.

Recommended Reading: Communications Skills for Project Managers, Michael Campbell, PMP; and Communication in Small Groups: Theory, Process, and Skills, John F. Cragan, David W. Wright, Chris R. Kasch.

PM 9802
PROJECT ESTIMATION (1.8 CEU)
Platform: PC
Prerequisite: Project Planning and Management Overview.

This course examines various measures of project performance to keep a project on course. Students will gain insight into best practices in estimating schedules, costs and resource requirements. Using these data, a number of techniques have been developed that help measure project status, and have proven highly successful in assisting project managers to better measure where their projects stand. Participants will examine various ways that managers can make changes to ongoing projects improving performance without being disruptive. We will explore how managers use a variety of techniques aimed at early problem identification, predicting its impact, and how to take corrective actions to ensure the success of your project.


PM 9811
PROJECT HUMAN RESOURCES MANAGEMENT (1.8 CEU)
Lecture/demonstration + open lab time
Prerequisite: Project Planning and Management Overview.

Effective project managers must possess strong skills in organizational planning, leadership, team building, communication, and performance coaching and staff management. In this course students will learn how to use human resources to achieve project goals; the process of human resources planning, facilitating team building among acquired project teams, skills for developing project teams, and managing them. Students will also develop the skills needed to establish clear project roles and responsibilities, institute rules of engagement, and exercise influence within the existing power structure using appropriate leadership styles and coaching. This class will explore critical tools for managing matrix teams and virtual teams.

Recommended Reading: Emotional Intelligence for Project Managers: The People Skills You Need to Achieve Outstanding Results, Anthony C. Mersino.

PM 9803
PROJECT RISK MANAGEMENT (1.8 CEU)
Lecture/demonstration + open lab time
Prerequisite: Project Planning and Management Overview.

Compared with project work done in the past, all projects today are risky. Projects are more time constrained, they pose greater technical challenges, and they rarely have adequate resources. Techniques to deal with project risk exist, and when you apply them, they will help you recognize and manage potential problems. The course will focus on practical methods for completing difficult projects. Throughout the course, examples will show how to apply these ideas to your projects.

PM 9809  
QUALITY MANAGEMENT (1.8 CEU)  
Lecture/demonstration + open lab time  
Prerequisite: Project Planning and Management Overview.  
This course offers an overview of project quality management processes including all the activities of a project management team that determine quality policies, objectives, and responsibilities so that the project will satisfy the needs of the project’s customers and stakeholders. This class will cover the implementation of quality management systems through the policy, procedures, and processes of quality planning, quality assurance, and quality control with the study of continuous process improvement leadership and best practices. The Quality Knowledge Area of project management will be covered with the objective of preparing students for the quality portion of the PMP® certification exam.  

PM 9808  
PROCUREMENT MANAGEMENT (1.8 CEU)  
Lecture/demonstration + open lab time  
Prerequisite: Project Planning and Management Overview.  
This course will cover in-depth the four processes of the project procurement management knowledge area—plan procurements, conduct procurements, control procurements and close procurements. Process components included in A Guide to the Project Management Body of Knowledge (PMBOK® Guide), will be analyzed and explained. Real-world experiences and best practices for effective project procurement management will be explored and applied to the current challenges faced by project managers.  

PM 9820  
WORKING IN A PROJECT OFFICE (1.8 CEU)  
Platform: PC  
Prerequisite: Project Planning and Management Overview, Scheduling Fundamentals.  
Are there multiple projects within your organization? Would you like to gain access to Project Management Office methodology best practices? This course is designed to help project administrators, coordinators, and associate project managers. Taught in a business case environment, students will manage multiple projects throughout the course and learn the skills necessary to balance priorities and risks for the organization.  
At the completion of this course, students will be able to determine the alignment between organizational strategies and project or program selection, describe the elements of an effective enterprise project office, and develop a portfolio planning process. Students will also apply effective project management practices to managing portfolios and programs.  

PM 9828  
AGILE OVERVIEW FOR PROJECT MANAGERS (2.1 CEU)  
Hybrid  
Prerequisite: Project Planning and Management Overview, or experience as a Project Manager.  
In this highly interactive class, students learn to utilize the increasingly popular Agile framework to manage a project from start to finish. Students will learn the basics of Scrum, an Agile framework for complex projects, by role playing with the Scrum roles (ScrumMaster, Product Owner, and Team) and collaboratively developing common project artifacts like user stories, burn down charts, and information radiators. The class will explore best practices for implementing Agile methods to estimate schedules, costs and resource requirements. Students will learn to identify problems early, predict their impacts, and take timely corrective action. This class will provide a solid working understanding of Agile methodologies.

PM 9836  
PMP/CAPM EXAM PREP (1.8 CEU)  
Lecture/demonstration + open lab time  
This course is designed to prepare project leaders, coordinators and teams to take the Project Management Professional (PMP®) certification examination or the Certified Associate in Project Management (CAPM®) examination. These professional designations are recognized worldwide and are administered by the Project Management Institute (PMI).  
The course identifies and discusses terminology used in the exam, reviews key project management principles, and prepares the participants to think in PMI mode. Topics include integration management, scope management, time management, cost management, quality management, human resource management, communications management, risk management, procurement management, professional responsibility and aspects of a project management office.  
At the completion of this course, students will be able to use a variety of strategies to understand Project Management methodology and be prepared to turn in their applications to PMI to sit for their chosen exam. Please see www.pmi.org for credential requirements.  
Required Text: Choose one, based on your goals/experience.  
PMP® Candidates Required Book: *Achieve PMP Exam Success, 4th Edition: A Concise Study Guide for the Busy Project Manager*, by Margaret Chu, PMP; Diane Altwies PMP; and Janice Preston, PMP; (May 15, 2009)  

PM 9804  
VIRTUAL MANAGEMENT: MANAGING INTERNATIONAL TEAMS (1.8 CEU)  
Online  
Prerequisite: Project Human Resources or Project Communications Management.  
Learn about managing people at a distance using technology. Maintain effective collaboration and communications with team members without traditional face-to-face meetings. Teams bridging the distance gap will win clear competitive advantage – less travel, greater impact, backed up with video conferencing, shared space technologies, chat, e-mail, conference calls and other digital tools. Acquire skills needed for global sourcing. Think digital, mobile, virtual, wireless and personal to connect and collaborate. Human resources, information technology, corporate real estate – all need to think together about how teams of tomorrow can operate in the most efficient and human-sensitive way.
Steve Brindle, Ph.D., is a co-founder and partner at Advoco, an international consulting company based in San Francisco where he brings value to clients through a combination of project management capabilities, communication skills and technical expertise. Steve’s qualifications include a Ph.D. in Mathematics from UCSD; a first class honors B.A. in Mathematics from Oxford University, UK; and Project Management Professional. Awards include the Fulbright Scholarship; UC Regent’s Scholarship; and ATV College Scholarship.

Oliver Gildersleeve, PMP, MCTS, teaches Microsoft Project and Microsoft Project Server for several consultancies including Symantec, Electronic Arts, Booz Allan Hamilton, Department of State, and Scott Air Force Base. He has worked for Johnson & Johnson, Franklin Templeton, the Electric Power Research Institute, and Philadelphia Electric. From the University of Pennsylvania, he has a B.S. in Mechanical Engineering and M.S. in Systems Engineering. He also teaches sailing. In 1981, with wife and kids, he sailed 12,000 miles through the South Pacific, returning to work on schedule.

Kevin Haney, PMP, has more than 12 years of successful project management experience in industry, academia and government settings. Kevin specializes in projects in biotechnology and information technology. His diverse roles include project management, business analysis, technology deployment, process analysis and project management instruction. Kevin is a certified PMP and a certified ITIL practitioner, and Certified Scrum Master. He has a B.S. from the University of Illinois in Biochemistry, an M.S. in Molecular & Cellular Biology, and an M.B.A. from the University of Arizona. Kevin currently works at UCSF as project manager in the central IT Services group managing a number of large enterprise applications, mid-sized applications based on the Salesforce platform, and mobile applications for the iPhone and Android platforms.

Doug Hawley, M.B.A., serves as a quality systems and project management consultant and educator. His customers are such private, government and non-profit organizations as Emerson Electric Company, U.S. Navy, Governor’s Office of California and the Preventive Medicine Research Institute founded by Dr. Dean Ornish. He is a 2007 Honored Instructor in the University of California extension system and has taught quality leadership at the Petroleum Institute in Harbin, China. He studied quality under Dr. W. Edward Deming. He was a Distinguished Naval Graduate, Commander in the Naval Reserve and Navy Top Gun having flown the aircraft carrier based A-4, A-7 and F-18. He has an M.B.A. from Cornell University and a B.S. in Mechanical Engineering.

Veronica A. K. Neal, Ed.D., is a certified diversity professional, integral coach, leadership consultant, and project communications and human resources management specialist. Dr. Neal has close to two decades of experience in the field of diversity education, training and human development. Professionally, she has served as a nonprofit director, program manager, project manager and now manages a successful consulting practice. Dr. Neal continues her research and college teaching while also coaching project and program managers to bring out the best in themselves and their teams.

Catherine Pinkas, M.B.A., PMP, has been an instructor in Project Management for over 15 years. She has experience in project management in construction, information technology, business development, and events management. Additionally, Catherine has been involved in financial management for over 20 years, providing both support and education to her clients for their financial lives. Catherine is also actively involved in Habitat for Humanity and other community efforts to assist families in need.

Daniel Shimabuku, Ph.D., PMP, is a practicing project manager, and has completed several major infrastructure conversions and software development projects for financial services, eCommerce, higher education, healthcare, distribution/fleet management and manufacturing. His academic credentials include a Ph.D. from UCLA, an M.B.A. from USC in Management of Information Systems, and a B.A. from UCLA. In 2004, he received his certification in project management from the Project Management Institute, and has been a PMP in good standing since.

David Sodeyama, M.Div., is a professional trainer who has initiated, led and managed many projects in the IT, NPO and Manufacturing world. His specialty is working in a cross-cultural environment and bridging gaps between various cultures. He has also been trained in quality management with one of the best quality companies in the world and is currently working for a top management consulting firm for a major client in the Bay Area.
Project Management

Cathy Flight, Program Director (415) 817-4226, cflight@sfsu.edu
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What do students think of Agile Overview for Project Managers?

“The Agile class was extremely helpful. My company is moving to Agile for new
projects, so the timing of this class was perfect. Great structure and class participation.
Thank you!”

“One of the best classes I’ve taken and a great way to end my program. Thank you and
I look forward to future Agile classes.”

SF State Extended Learning Project Management Testimonials:

“SF State Project Management course is intense and provides a good foundation for
taking the PMP certification exam. The PMP exam preparation class, in particular,
forces you to get ready for the PMP exam. I would advise students to take the PMP
exam soon after taking the PMP exam preparation class.”

—PMP Exam Prep student

“Taking Project Planning and Management Overview class was one of the best decisions for
my career and life in general. It really lays down the foundation for project management.
Whether you are a project management novice or seasoned professional, it provides great
wisdom and insight to help you become the leader you envision yourself to be.”

—Jennifer Choi, Genentech

“The course exceeded my expectations. It was the best continuing education experience
I’ve had.”

—Project Planning and Management Overview student

“If you are currently managing a project or if you are looking to become a project man-
ger, you will benefit from this class! You will be surprised and delighted by how useful
the class is, and the knowledge of the instructor.”

—Joy G., Project Management student